



IIM ASSESSMENT B: PROPOSAL OF BUSINESS LOCATION

Abstract

This report is generated for Griffiths & Hughes to propose three most favorable countries and locations for expanding their business globally. This proposal is based on the studies and fact checks.

Introduction

Griffiths and Hughes are specialists in security systems, for domestic, commercial and industrial applications. Currently headquartered in Wales, they manufacture products ranging from security cameras, commercial CCTVs to body temperature scanners including facemask recognition capability. Considering for a future growth and beyond COVID-19 situation, the company is also developing a Retinal Scanner for the same machines. Hence, the company is looking to strategically expand their business globally to cater to the demands of manufacturing, marketing and distribution of their products.

With the headquarter remaining in Wales the company has conducted an initial investigation in terms of suitability and has shortlisted the following locations for further considerations.

South America	Asia	Africa
Port Alegre (Brazil)	Shenzhen (China)	Durban (South Africa)
Montevideo (Uruguay)	Mumbai (India)	Bulawayo (Zimbabwe)
Buenos Aires (Argentina)	Taipei (Taiwan)	Tunis (Tunisia)

Table 1

Scope

To shortlist three favourable locations, one each from each Continent listed in Table 1.

The areas considered for these studies include, but not limited to, are listed below. These need to be considered to strategically position the business opportunity and assess the locations of interest.

1. Availability of Resources e.g., electricity, water, materials etc.
2. Costs, including cost of business, profitability etc.
3. Skillset and right talent availability.
4. Geo political situation of the countries and location.
5. Transportation and Logistics
6. Manufacturing capabilities
7. Linguistic differences
8. Cultural differences
9. Local Government regulations such as taxes, labour clauses etc.
10. Ease of doing business
11. Taxes and Subsidiaries
12. Healthcare system
13. Corruption
14. Innovation opportunities
15. Partnerships and collaborations
16. Political influences and impacts
17. Weather conditions
18. Economic growth
19. Commitment to reducing carbon emissions
20. Crime and Safety

For simplicity, few points from the list are considered for study.

South America

South America			
<i>Attributes</i>	<i>Port Alegre (Brazil)</i>	<i>Montevideo (Uruguay)</i>	<i>Buenos Aires (Argentina)</i>
Quality of life Index (Higher is better) is an estimation of overall quality of life measure that includes Purchasing power index (Higher is better), Safety index (higher is better), Healthcare index (higher is better), Climate index (higher is better), Cost of living index (lower is better), House price to Income ratio (lower is better), Traffic Commute time index (lower is better) and Pollution index (Lower is better).	Quality of life index 111.78 (Data, n.d.)	Quality of life index 129.83 (Data, n.d.)	Quality of life index 100.96 (Data, n.d.)
Skillset and right talent availability Measured as Global Talent Competitiveness Index (GTCI) ranking (Monteiro, 2022)	Literacy rate is 94%. (WorldBank, n.d.). Skill shortages are holding back the creation of high quality jobs (HSBC-Argentina, n.d.) GTCI Ranking : 73	Due to high Literacy rate of 99% (WorldBank, n.d.), the nation's human resources are of high quality. GTCI Ranking : 44	Literacy rate is 99% (WorldBank, n.d.). GTCI Ranking : 59
Manufacturing capabilities	Based on 2021 studies, share of manufacturing was 9.65% (The Global Economy, 2022).	Uruguay's share of manufacturing was 10.65% (The Global Economy, 2022).	Argentina's share of manufacturing was 15.48% (The Global Economy, 2022).
Cultural and Linguistic differences	Portuguese is the official language for communication. Very few, like global company office staffs, taxi drivers, highly educated professionals can speak English, which is spoken and accepted across the world.	(Ryan, 2022) Spanish is the majorly spoken language across Uruguay. Very few like, global company office staffs, taxi drivers, highly educated professionals can speak English. Constitution is the main pillar of Uruguay's Values system. These values help create a diverse and tolerant society. Free Healthcare, free	Spanish is majorly spoken language across Argentina. Major cities speak can speak English. More of conservative values. Order, rules and tradition are favoured. Gender equality is strong (HSBC, n.d.).

South America			
<i>Attributes</i>	<i>Port Alegre (Brazil)</i>	<i>Montevideo (Uruguay)</i>	<i>Buenos Aires (Argentina)</i>
		education and equal rights for women (HSBC, n.d.).	
Local Government regulations	Democratic government. Economic freedom rating is 53/100 (The global Economy, 2022). Country risk rating “High Risk” leaving a high risk on political and economic situation. Corporate default probability is high. (Globoledge, n.d.)	Strong and predictable democratic government with social stability backed by strong legal security. Economic freedom rating is 70/100 (The global Economy, 2022). Country risk rating “Acceptable Risk”. Corporate default probability is low on average. (Globoledge, n.d.)	Democratic government. Economic freedom rating is 50/100 (The global Economy, 2022). Country risk rating “High Risk” leaving an uncertainty of political and economic situation. Corporate default probability is high. (Globoledge, n.d.)
Ease of doing business	Brazil is rated 124 th in Ease of Doing Business rankings. Relatively easy to register new businesses and digitalisation. However, the tax system, construction are laborious. (HSBC, n.d.).	Uruguay is rated 101 in the World Bank’s 2020 Ease of Doing Business rankings. Construction permits and registering takes a long time. However, starting a business could take up to 6.5 days in comparison to 28.8 days for other Latin American Countries. (HSBC, n.d.). Uruguay is the Foreign Direct investment country of choice in South America.	Argentina is rated 126 th in the World Bank’s 2020 Ease of Doing Business rankings. Construction permits are relatively easy. However, the additional requirements for hiring employees. Businesses see inflation and tax levels as the biggest barriers. Policy instability, access to finance, labour laws and bureaucracy are the most unfavourable factors that are concerning. (HSBC, n.d.).
Corruption and Transparency (Transparency International, 2022).	Ranked 96 th in the Corruptions Perception Index (CPI)	Ranked 18 th in the CPI.	Ranked 96 th in CPI.
Innovation opportunity (Innovation Index, 2022)	Global Innovation Index is 32.5 and ranks 54 in the world.	Global Innovation Index is 29.2 and ranks 64 in the world.	Global Innovation Index is 28.6 and ranks 69 in the world.
Political influence and impacts	It is rated 134 th in (Political Stability, n.d.) The political instability	Stable, strong and transparent in comparison to its other	Unstable governments seen in the past few years. It is rated 99 th

South America			
<i>Attributes</i>	<i>Port Alegre (Brazil)</i>	<i>Montevideo (Uruguay)</i>	<i>Buenos Aires (Argentina)</i>
	has shaken Brazil's economy.	neighbouring countries of Latin America. It is rated 19 th rank in (Political Stability, n.d.)	rank in (Political Stability, n.d.)
Geographical positioning, Transportation and Logistics	Located on the south East coast of Brazil. It is strategically positioned in terms of Transportation, trading, shipping etc. (Britannica, 2020). The city has one of the largest ports, <i>Port of Alegre</i> , which is close to <i>Port of Santos</i> (the biggest port of South America) and São Paulo Guarulhos Airport (largest airport in South America). It has great road connectivity to the mainland of Brazil and to other countries of South America.	Is located on the south of Uruguay. Also strategically placed for trading and oil refineries. It is the main port for connecting into mainland Uruguay. Geographically placed in the middle of the other two cities of interest and hence, gives access to both markets. The shipping is easy to Europe and Africa (Investing in Uruguay , 2022).	Is located on the north of Argentina, very close to Montevideo. It has the biggest port, "Port of Buenos Aires", which is one of the biggest in the country (Ice, n.d.). Well connected with roads to the other parts of mainland Argentina and an International airport Eze International airport.
Crime and Safety	Crime rate is very high in Porto Alegre. (Data, n.d.). See Figure 1. The crime index 72.38 vs Safety Index is 27.62.	The Crime index is 55.78 and Safety Index is 44.22. See Figure 1.	The Crime index is 63.27 and Safety Index is 36.73. See Figure 1.

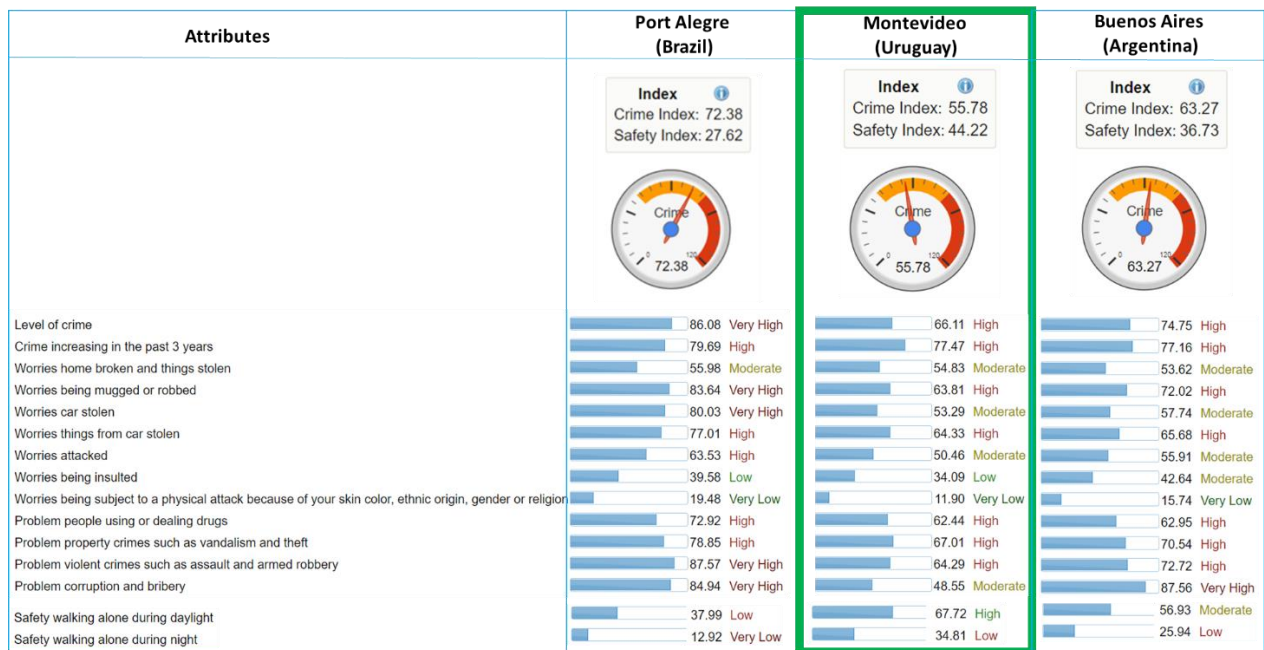


Figure 1 Crime and Safety Comparison (Data, n.d.)



Figure 2 Prosperity Index 2021 (Prosperity, n.d.)

Conclusion:

Our recommendation is Montevideo in Uruguay, as a potential place to invest due to its transparency, safety of people, stable government, geographical location between Brazil and Argentina, skills, quality of life, incentives, healthcare system, free trade agreements etc.

Uruguay still has certain challenges like cost of living, taxes, energy taxes and union conflicts that need to overcome. However, Uruguay is, strategically well placed for business opportunities in South America.

Asia

Asia			
Attributes	Shenzhen (China)	Mumbai (India)	Taipei (Taiwan)
Quality of life Index	Quality of life index 117.06 (Data, n.d.)	Quality of life index 86.88 (Data, n.d.)	Quality of life index 117.06 (Data, n.d.)
Skillset and right talent availability Literacy rate is from (Burton, 2020). Measured as Global Talent Competitiveness Index (GTCL) ranking (Monteiro, 2022)	China is ranked 2 nd in the world that produces quality engineers (REHMAN, 2023). Its literacy rate is 95% (Burton, 2020). Its literacy rate is 95% (Burton, 2020). The GTCL index ranking for Shenzhen is 99 in the world.	Its literacy rate is 69% The GTCL index ranking for Shenzhen is 135 in the world.	The literacy rate is as high as 98.5% for age over 15years being able to read and write (INS Global, 2020). The GTCL index ranking for Taipei is 50 in the world
Manufacturing capabilities	Based on 2021 studies, high manufacturing capabilities of China about 27.44% in Asia (The Global Economy, 2022).	India's share is around 13.98% in the manufacturing sectors (The Global Economy, 2022).	Considered part of the China in the studies, high manufacturing capability of 27.44% in Asia. It is ranked No. 1 in the world in Semiconductors (Shiphub, 2023)
Cultural and linguistic differences	Mandarin is the official language for communication. Very few in big cities can communicate in English, which is widely, used globally (Song, 2022).	English is widely spoken and understood in India, which stands out compared to the other cities of interest. (HSBC India, n.d.)	Mandarin is the official language for communication. Very few in big cities can communicate in English.
Local Government regulations	Communist Government regulations are very stringent and undermining them, could land us in trouble. Economic freedom rating is 48/100 and ranks 155 th (The Global Economy, 2022). Country risk rating "Acceptable Risk". Corporate default probability is Appreciable. (Gloaledge, n.d.)	Slightly uncertain political and economic situation, which can have a significant impact on the corporate payments behaviours. Economic freedom rating is 54/100 and ranks 126 th (The Global Economy, 2022). Country risk rating is heading towards "High Risk". Corporate default probability is high. (Gloaledge, n.d.)	Democratic government. Economic freedom rating is 80/100 and ranks 8 th in the whole world (The Global Economy, 2022). Country risk rating "Very Low Risk" which shows a strong political and economic situation. Corporate default probability is low on average. (Gloaledge, n.d.).
Ease of doing business	China as a whole is rated 31st in the World Bank's 2020 Ease of	India is rated 61st in the World Bank's 2020 Ease of Doing Business	Taiwan is rated 15 th in the World Bank's 2020 Ease of Doing Business

Asia			
Attributes	Shenzhen (China)	Mumbai (India)	Taipei (Taiwan)
	Doing Business rankings. It is relatively easy to register new businesses and its ranking is 27. Construction permits, registering property, electricity availability, overall trading, are all considerably easy (The World Bank, 2020)	rankings. It is relatively not so easy to register new businesses compared to the other 2 cities of interest and its ranking is 136. Construction permits, registering property, electricity availability, overall trading, are also not so easy compared to the other two countries in general (The World Bank, 2020).	rankings. It is very easy to register new businesses and its ranking is 21. Construction permits, registering property, electricity availability, overall trading, are all considerably easy (The World Bank, 2020)
Corruption and Transparency (Transparency International, 2022)	Ranked 65 th in the Corruptions Perception Index.	Ranked 85 th in the Corruptions Perception Index in terms of corruption and transparency	Ranked 25 th in the Corruptions Perception Index. Hence the most favourable of the other two.
Innovation opportunity (Innovation Index, 2022)	Global Innovation Index is 55.3 and ranks 11 in the world.	Global Innovation Index is 36.6 and ranks 40 in the world.	In 2020, Taiwan was ranked 5 th in the world (Taiwan News, 2020). Hence, favourable
Political influence and impacts	The government has a significant influence on the companies, where it believes on "Common Prosperity" over profits of the companies. The companies are bound to accept the restrictions or the rules framed by the Govt. (Chang, 2021) There are restrictions on some globally used websites in China, for example Google, Facebook etc.	There is a political stability in India. Being the largest democracy in the world, corruption is still a matter of concern (Edrawmax, n.d.).	Taiwan is a vibrant and free democratic country. People Republic of China has been having a greater political influence in the recent past. Greater incentives and grants are available for Foreign investments (Chen, n.d.).
Geographical positioning, Transportation and Logistics	Located along the coast of the South China Sea near Hong Kong. The city is a Special Economic Zone and because of its growth, it is recognised as "Shenzhen speed" in	Located along the coast of Arabian sea. It is also called the economic, commercial and financial hub of India. It has the biggest port, 2 nd largest airport and it is easy to access Arabian	Located on the island of Taiwan on the north side. It has a biggest International airport in Taiwan. It has great road connectivity to other cities. Most of the overseas trading is

Asia			
Attributes	Shenzhen (China)	Mumbai (India)	Taipei (Taiwan)
	China. Major International airport and large seaport container terminals are part of the city. Well connected with high-speed trains and expressways to other main cities of China (Britannica Shenzhen, 2023).	countries (Raghavan, n.d.).	carried out through the ports of Chi-lung and Tan-Shui (Britannica Taipei, n.d.).
Crime and Safety	The crime index 28.90 vs Safety Index is 71.10. (Data, n.d.). See Figure 3	The Crime index is 45.12 and Safety Index is 54.88. Not as safe as the other two cities. See Figure 3	The Crime index is 15.01 and Safety Index is 84.99. Hence, Taipei is very favourable. See Figure 3.

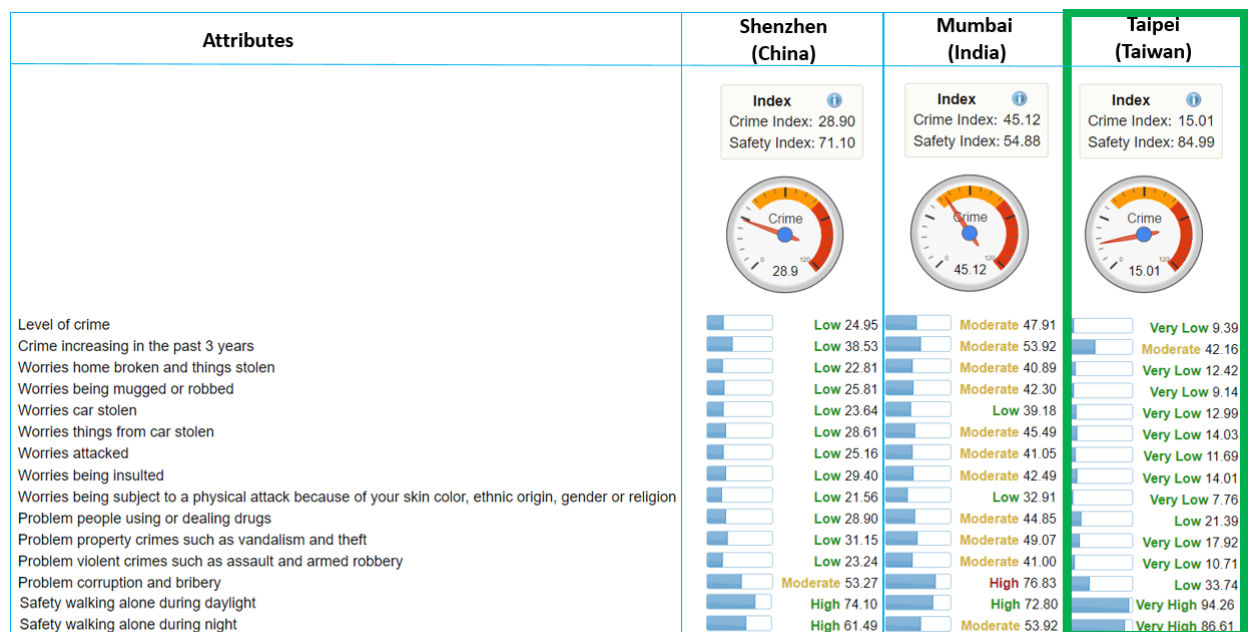


Figure 3 Crime and Safety Comparison (Data, n.d.)



Figure 4 Prosperity Index 2021 (Prosperity, n.d.)

Conclusion:

Taipei in Taiwan, is by far, the most favoured place to invest due to its transparency, safety of people, stable government, geographical location between Brazil and Argentina, skills, quality of life, incentives, healthcare system, free trade agreements etc. Over all these, it has a unique hub of manufacturing technological electronic goods and has required skillsets.

Taiwan still has some challenges to deal with mounting political pressures of China. However, Taipei is very well placed for strategic business opportunities in Asia.

Africa

Attributes			
Attributes	Durban (South Africa)	Bulawayo (Zimbabwe)	Tunis (Tunisia)
Quality of life Index	Quality of life index 141.13 (Numbeo-Durban, n.d.)	Quality of life index 88.46 (Numbeo-Zimbabwe, n.d.).	Quality of life index 104.23 (Numbeo-Tunis, n.d.)
Skillset and right talent availability Literacy rate is from (Burton, 2020). Measured as Global Talent Competitiveness Index (GTCI) ranking (Monteiro, 2022)	The GTCI ranking for South Africa is 77 in the world. Literacy rate is 93%.	The GTCI ranking for Zimbabwe is 118 in the world. Literacy rate is 84%.	The GTCI ranking for Tunisia is 91 in the world. Literacy rate is 79%.
Manufacturing capabilities	South Africa share is about 11.79% in manufacturing sectors (The Global Economy, 2022).	Zimbabwe share is around 12.44% in the manufacturing sectors (The Global Economy, 2022).	Tunisia share is around 14.42% in the manufacturing sectors (The Global Economy, 2022).
Cultural and linguistic differences	More than half of the population in Durban speak English (Worldpopulationreview, n.d.).	English is the second language and is the business language (Pacey, 2022).	French is widely spoken language. English is used to a lesser extent (Talbi, 2022).
Local Government regulations	Uncertain economic and political situation makes the businesses worry about their survival. Economic freedom rating is 56/100 and ranks 116 th (The Global Economy, 2022). Country risk rating “High Risk” uncertainty in political and economic situation. Corporate default probability is High. (Globoledge, n.d.)	A very highest risk of political and economic situation, which can have a significant impact on the corporate defaults. Economic freedom rating is 33/100 and ranks 171 th (The Global Economy, 2022). Country risk rating is heading towards “Very High Risk”. Corporate default probability is “Very high”. (Globoledge, n.d.)	Democratic Govt. Uncertain economic and political situation makes the businesses worry about their survival. Economic freedom rating is 54/100 and ranks 128 th in the whole world (The Global Economy, 2022). Country risk rating “High Risk”. Corporate default probability is slightly “Acceptable”. (Globoledge, n.d.).
Ease of doing business	South Africa is rated 84 th in the World Bank’s 2020 Ease of Doing Business rankings. It is relatively easy to register new businesses and its ranking is 139 (Ease of Doing Business rankings, n.d.). Construction	Zimbabwe is rated 140 th in the World Bank’s 2020 Ease of Doing Business rankings. It is relatively not so easy to register new businesses compared to the other 2 cities of interest and	Tunisia is rated 78 th in the World Bank’s 2020 Ease of Doing Business rankings. It is very easy to register new businesses and its ranking is 19 (Ease of Doing Business rankings, n.d.).

Attributes			
Attributes	Durban (South Africa)	Bulawayo (Zimbabwe)	Tunis (Tunisia)
	permits, registering property, electricity availability, overall trading, can take up to 3 months (The World Bank-South Africa, n.d.).	its ranking is 167 (Ease of Doing Business rankings, n.d.). Construction permits, registering property, electricity availability, overall trading, are also not so easy compared to the other two countries in general (The World Bank, 2020)..	Construction permits, registering property, electricity availability, overall trading, are also easy compared to its counterparts.
Corruption and Transparency (Transparency International, 2022)	Ranked 72 nd in the Corruptions Perception Index.	Ranked 157 th in the Corruptions Perception Index	Ranked 85 th in the Corruptions Perception Index.
Innovation opportunity (Innovation Index, 2022)	Global Innovation Index is 29.8 and ranks 61 in the world.	Global Innovation Index is 18.1 and ranks 107 in the world.	Global Innovation Index is 27.9 and ranks 75 in the world.
Political influence and impacts	Corruption is the biggest issue in South Africa. Depending on the agenda of the Politicians, the businesses are affected or benefitted (PESTLE Analysis of South Africa, 2016)	Unstable government including corruption. The businesses often have to face challenges of corruption (Kumar, 2011).	In 2021, 44% of the businesses were negatively impacted by the Political situation. (Saleh, 2021).
Geographical positioning, Transportation and Logistics	Located along eastern coast of South Africa, Durban is known for its one of the biggest harbour. It also has King Shaka International airport. The city is well connected with roads.	Bulawayo is interior part of Zimbabwe. The nearest connectivity to sea is about 13 to 14 hours of journey by road.	Tunis is located on the Mediterranean sea. 140km away from Europe which makes it very favourable place for business. Its location is strategically well placed.
Crime and Safety	The crime index 80.97 vs Safety Index is 19.03. (Data, n.d.). See Figure 5.	The Crime index is 63.06 and Safety Index is 36.84. See Figure 5.	The Crime index is 47.72 and Safety Index is 52.28. Hence, Tunis is very favourable. See Figure 5.

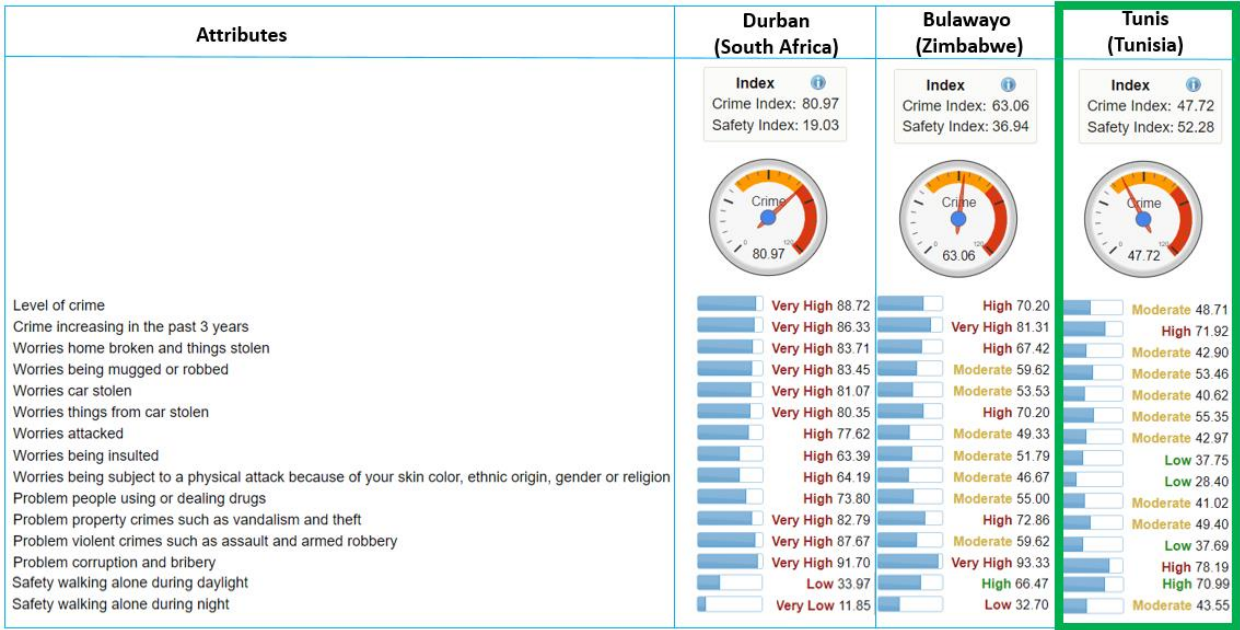


Figure 5 Crime and Safety Comparison (Data, n.d.)

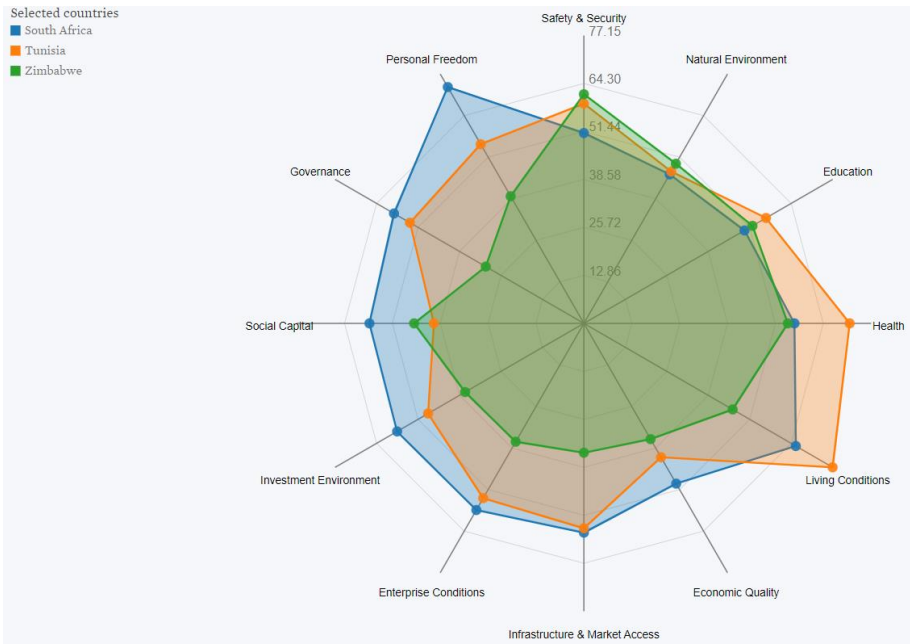


Figure 6 Prosperity Index 2021 (Prosperity, n.d.)

Conclusion:

Tunis is the most favourable because of its political stability and ease of doing business. Its strategic position w.r.t Europe and its location globally is also advantageous for trading.

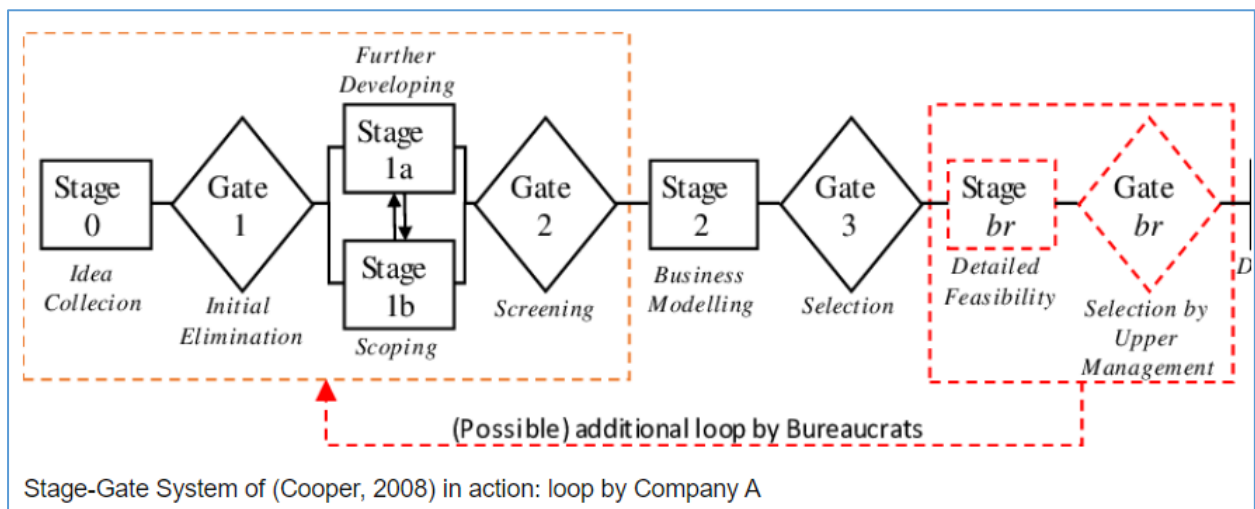
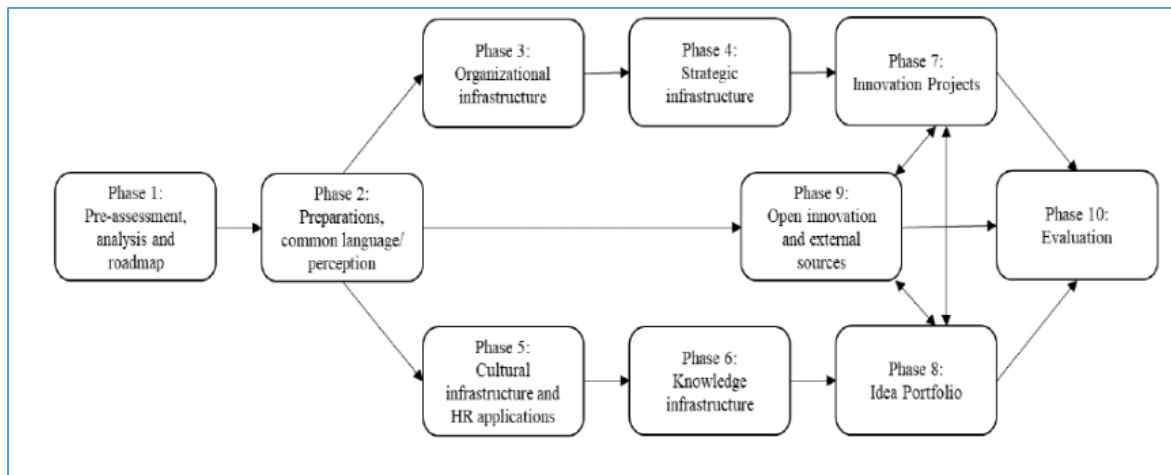
Tunisia still has some challenges to deal with corruption and political influences, language, etc., so does the others. Hence, Tunis is well placed for business opportunities in African region.

Influence of Innovation Management System (AS56002)

Under a strong leadership team, effective implementation and practice of Innovation Management System could bring about a change to the perspective of thinking, ideation and protecting the intellectual property. Cybersecurity is one of the greatest threat in the current business environments.

A cultural shift is certainly necessary in terms of the way we look at things. The most important thing, in my perspective is, Risk Assessment and actioning of these risks well in advance during the planning phase. Finding out the likelihood of failures in and mitigating them appropriately.

A very comprehensive roadmap to Innovation Management is in the following picture (Isil Yavuz, March)



Stage-Gate System of (Cooper, 2008) in action: loop by Company A

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